



Statement of Purpose

Policy prepared by:	Mike Farrington
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1.0 QUALITY AND PURPOSE OF CARE

1.1 Purpose, ethos, aims and function

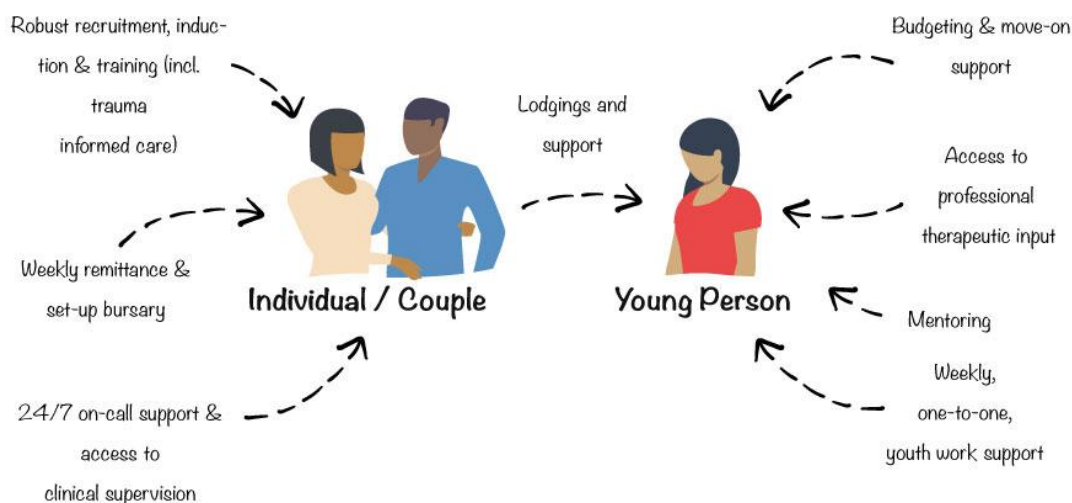
Concrete Rose Collective CIC (Concrete Rose) aims to provide first-class care to vulnerable young people (16-23) including those in, and leaving, care, unaccompanied asylum-seeking children, young parents and those at risk of homelessness. This centres around a supported lodgings scheme that equips, empowers and galvanises individuals and families in the local community to provide semi-independent accommodation (SIA) placements. These are nurturing places, in host homes, that include exceptional levels of wrap-around support (for hosts and young people) and are founded on a therapeutic approach that is based in research and understands trauma.

The work of Concrete Rose is underpinned by our Christian ethos. We do not impose these beliefs on others and we support, and work alongside, those of all faiths (and none), all ethnicities, all genders and all sexualities. Our Christian ethos informs the way in which we work and creates a culture which values the individual (and recognises their immeasurable worth and innate talents and abilities), takes care of, and empowers, the vulnerable and demonstrates a love and commitment that is long-term and resilient. We desire to see the young people we support live life to the full, realise their potential and positively shape their future and the world around them.

We aim to provide accommodation that gives young people the opportunity to heal, develop and flourish creating life-long foundations, and mechanisms of support, that enable them to thrive in adulthood.

1.2 Category of accommodation

Concrete Rose provides supported lodgings accommodation. In the Supported Accommodation Standards (overseen by Ofsted) this is category 4 accommodation where “supported accommodation is provided by an individual or individuals in a private residence which is the main residence of that individual or those individuals”. In this model young people (16-23) are accommodated within the homes of families, individuals, couples who have a spare room and a desire to make a difference in the lives of young people. Concrete Rose is responsible for thoroughly vetting hosts (including application form, home visits, home risk assessment, enhanced DBS and approval via an independent panel) and providing significant wrap-around support (including 24/7 on-call support, comprehensive training, and regular supervision). Young people are supported through weekly one-to-one sessions with a youth worker (or specialist ‘youth work trained’ mentor) and access to therapeutic support and mentoring.



1.3 Our therapeutic approach (services provided)

1.3.1 Overview

The young people we support have, by definition, faced Adverse Childhood Experiences (ACE's) and, often, have disrupted attachment styles with their primary care givers (Bowlby 1969). This can severely impact their cognitive processing and emotional, social and behavioural responses (Perry and Szalavitz 2017, Seigel 1999 etc). Central to helping young people recover, heal and flourish – despite difficult beginnings – is a therapeutic approach that recognises the impact of trauma (and particularly the debilitating consequences of being unable to process the stress of traumatic incidents) and proactively supports recovery.

Drawing on the work of Prilleltensky and Nelson (2000), Barton, S., Gonzalez, R. and Tomlinson, P (2011), Winnicott (1960), Cairns (2019), Angling (2002) and others our approach focuses on four areas that are essential for overall wellbeing and the recovery from trauma. These are:

- Environmental Wellness (Peace)
- Relational Wellness (People)
- Personal Wellness (Personal significance)
- Vocational Wellness (Purpose)

Focussing on these areas is essential for both enabling and tracking recovery from trauma. They are themselves embedded within an organisation-wide “Therapeutic Culture” that informs all of our work.

1.3.2 Therapeutic culture

Our therapeutic culture is:

1) *Values-driven*: Our core values drive the culture of our organisation and our approach to our work:

- **We are devoted:**
 - We demonstrate a love that is patient, forgiving and selfless
 - We are relentless in pursuing the best outcomes for young people
 - We are thorough having high standards in our work
- **We are ambitious:**
 - We are innovative and prepared to challenge the status quo
 - We always believe change is possible even when results are not forthcoming
 - We lobby others to bring about systemic change
- **We are enabling:**
 - We raise leaders who can shape the organisation and the world
 - We focus on strengths and develop agency
 - We train others including professionals in the field
- **We are a community:**
 - We prioritise relationships and embrace inter-dependence
 - We care for one another and handle conflict maturely
 - We have fun and recognise the good things in life
- **We are faith-filled:**
 - We are faith-inspired believing everyone is of divine worth
 - We are hope-filled believing the best is yet to come
 - We recognise our finite nature and embrace the concept of prayer

2) *Assessment based:* Accurate assessment is essential to tailoring a support package that responds to the unique needs (and desires) of each young person and gives the best opportunity for growth. As Ward mentions, “You can have assessment without treatment, but you certainly can’t have treatment without assessment” (Ward, 2004, p.9). Our processes of assessment include:

- **Referral:** Referral forms are comprehensive including accommodation history, risk factors, and health (mental, emotional and physical). In addition, young people are asked to identify their areas of strength and interest and disclose areas in which they feel they need additional support.
- **External Assessment:** Professionals referring into the service are asked to detail why they feel Concrete Rose can provide appropriate provision and the major support needs of the young person.
- **Initial interviews:** The initial interview will include further details on the motivations and aspirations of the young person, their current housing and support needs and any potential risk factors.
- **Internal assessment:** We undertake an internal assessment of each young person analysing their support needs and risk factors to confirm our ability to effectively support the young person and to pair them with an appropriate host.
- **On-going assessments:** We, alongside the young person, the relevant youth worker/mentor, and the host(s), regularly reflect upon, and adapt, the support plan for each individual ensuring that it remains a relevant document.

3) *Outcomes focussed:* Our objective is to increase wellbeing in the areas of environmental, relational, personal and vocational wellness recognising that: “Social care services are likely to be most effective when they are orientated towards outcomes: concerned with, designed, provided and evaluated in terms of the results experienced by the people for whom they are intended” (Willis 2001, p. 139). This document outlines the way in which facilitate the development in these areas, the specific markers of the improvement that we hope to see and the way we monitor and track these outcomes.

4) *Reflective (Iterative process):* Reflective practice is at the heart of all our work (from board meetings to interactions with young people) recognising the importance of identifying (and articulating) our feelings and emotions and the need to learn from our experiences and from others to sustain a dynamic culture of innovation and improvement.

1.3.3 The four areas of wellness

We focus on four areas that are key to overall wellbeing and recovery from trauma to:

- a. Create the best conditions for healing, recovery and development in young people
- b. Identify and track the markers (outcomes) of healing, recovery and development

We also use these apply these areas to inform our support for hosts and our staff team in order that our trauma-informed approach is embedded across the entire organisation. The particular importance of these four areas in terms of healing and recovery from trauma is outlined below:

1) *Environmental wellness:* Recovery from trauma starts with creating an environment in which young people feel safe, supported and understood (Cairns, 2021). We support wellness in this area by:

- Ensuring the physical environment of homes (including bedrooms etc) contributes to a feeling of being safe and valued. As part of this process home assessment visits are conducted by care experienced individuals who are sensitive to potential triggers in home environments.
- Each young person is ‘held’ by numerous support mechanisms including; host, Concrete Rose core team member, youth worker/mentor, therapist (if desired), additional adult mentor (if desired).
- Young people are supported to access medical support, therapy etc.
- Hosts are selected based on their ability to provide both a physical and emotional safe space including their own ability to self-regulate emotions.

- Hosts are trained in listening, the importance of putting trauma into words and co-regulation as part of their induction/training.

2) *Relational wellness*: Relationships are not only key to young people feeling understood and supported but also in feeling valued and significant. Furthermore, relationships (with emotionally stable and empathetic individuals) enable young people to learn key skills in emotional (self-) regulation and articulating how they feel and what they are thinking. We support wellness in this area by:

- Selecting hosts who are able to self-regulate.
- Training hosts in the importance of articulating emotions and thoughts and how to help young people develop these skills.
- Providing weekly one-to-one meetings with a youth worker or specialist (youth work) mentor improving the number of 'trusted adults' in a young person's life.
- Training staff in mediation and these services available for reconciliation with family/extended family.
- Providing activities and events available for all young people in 'Concrete Rose network' giving the opportunity to meet others.
- Giving young people the option of accessing an adult mentor further increasing the number of 'trusted adult' relationships.
- Encouragement to engage in community clubs including financial support if necessary.
- Mapping relational networks and look to actively build them including with their wider family and also extra-familial relationships that may be able to provide life-long support.

3) *Personal wellness*: Safe environments and supportive relationships are foundational to young 'knowing they matter' and starting to develop self-worth and self-esteem. Resultantly, young people feel a renewed sense of empowerment and agency and can look positively to the future (feeling hopeful) and recognise the positives around them (feeling grateful). We support wellness in this area by:

- A regular rhythm of review meetings (quarterly) helping young people recognise their progress and develop self-esteem.
- Encouraging, and giving the opportunity, for young people to embrace new experiences through Concrete Rose events, relationships with businesses (e.g. work experience opportunities) and through youth work support.
- Hosts, youth workers and Concrete Rose core team helping young people develop reflective skills and imbibe the learning from a range of experiences.
- Empowering young people by:
 - Ensuring support/therapy plans are owned by, and unique to, each young person. Young people also can tailor their 'support package' including creating an action plan with their assigned youth worker and choosing whether to engage with therapeutic support and the 'adults who care' mentoring scheme.
 - Listening to young people as part of the referral and pairing process.

4) *Vocational wellness*: As well as a focus on healing and recovery we place an emphasis on young people thriving in all aspects of life. This requires young people to recognise (and pursue) their strengths, talents, and interests and, in turn, develop a sense of purpose. As well as supporting young people to access education and training we create opportunities to positively contribute to others and proactively develop a range of character traits through our 'youth work curriculum'. We support wellness in this area by:

- A strengths(asset)-based approach helps young people identify and build upon skills and interests.
- Giving young people the opportunities to build character as part of a 'youth work curriculum' including through adventurous activities (courage), philanthropic activities (kindness), and youth leadership programmes (responsibility).
- Youth work support to access education, employment and training.

- Work experience opportunities available through links with local businesses.
- Training bursaries attached to each young person and available after they have left SIA placements.
- Opportunities to build relationship with others in the Concrete Rose network (adults and young people) developing interpersonal skills.



Fig 1. The four areas of wellness.

1.4 Our young people

1.4.1 Overview

We accommodate vulnerable young people (16–23) of any gender. In general, young people tend to fall into one of the categories below:

- In, or leaving, care
- Homeless or 'at risk' of homelessness
- Separated migrant children (formerly referred to as unaccompanied asylum-seeking children)
- Expectant mums and young parents

We are not able to accommodate young people with severe learning difficulties, those who require personal care (e.g. washing and bathing), those needing secure care, and high-risk young people (including those currently involved in criminal activity or those with severe suicidal ideation and/or frequent missing episodes).

Most of our supported lodgings arrangements are 'single places' and therefore a) we are unlikely to accommodate sibling groups and b) young people are unlikely to be residing with others who have been referred through Concrete Rose. Nevertheless, if there are hosts who are able to offer multiple places we will, at the point of referral:

- Identify the risk and impact of an additional young person on the hosts, wider family, existing young people in the home and the newly referred young person.

- Take action to minimise the risks and negative impacts on any of the groups outlined above.
- Regularly review the arrangement.

1.4.2 Pairing

It is important to recognise that supported lodgings, unlike other semi-independent accommodation, is not a standard offer. We therefore put a huge emphasis on our pairing process in order to give each supported lodgings arrangement the very best possible chance of success. Our pairing process considers:

- *The beliefs, backgrounds, culture and heritage of the host and the young person:* Where possible we will look to exactly or closely match these criteria. This is particularly important where they have been identified as preferences by the young person (or indeed host).
- *The risk robust rating of the host (see below).*
- *The house/family dynamics including any implications on other children or adults in the host home:* In most circumstances only young people who present as a 'low' risk will be placed with hosts who have existing children or minors in the property.
- *The location of the host home and its suitability for the young person in terms of access to education and support networks etc.:* The location of the placement should actively encourage young people to engage in positive activities and relationships (e.g. work, school, college, friendships etc) and actively ameliorate against risk (e.g. gangs, negative relationships etc). The suitability of a placement location is discussed with the young person as part of the assessment meeting.
- *Any identified preferences of the host and/or young person:* As part of the application process (hosts) and the referral process (young people) both hosts and young people are given the opportunity to state their preferences and identify any particular traits that they may struggle to accommodate/live with. This is not trying to encourage either party to be 'picky' but recognises that there may well be some valid reasons (including religious beliefs, trauma experiences etc) that make it unsuitable to pair particular combinations of hosts and young people.

1.4.3 Risk matching

As a part of our referral processes young people receive a 'high', 'medium' or 'low' risk rating based in our bespoke 'risk rating' tool. In general, only young people with a 'medium' or 'low' risk rating advance to the pairing stage. When placing a young person their 'risk rating' is compared with the 'risk robust' rating of the various, available, host families. Young people are only placed with a host with a higher 'risk robust' rating than the 'risk rating' of the young person. (For example, a 'low' risk young person, may be placed with a 'medium' 'risk robust' rated host but not vice versa.)

The 'risk robust' rating of the host is established by considering:

- The experience of the host in supporting 'at risk'/challenging young people in a non-supported lodging environment e.g. vocationally
- The level of experience in providing supported lodgings i.e. number of years, number of placements and nature of young people supported
- The score of the host in the 'character assessment' tool (part of the application process)
- The time available for dedicated supported lodgings support
- The health of the host
- The support networks available to the host
- The number of adult hosts in the household
- The number of additional dependents

1.4.4 Length of stay and looked after-children, post-18

Supported lodgings are designed to equip and empower young people to live in independent settings. Therefore, it is expected that the average length of stay will be around 18-24 months and that, in general, young people will 'move-on' no later than 23. Nevertheless, this is not a hard and fast rule and, where hosts and young people agree, placements can go on for more than 2 years and after a young person turns 23. Importantly, at the point at which a young person leaves a supported lodging placement the support from Concrete Rose does not cease. Young people are still able to access their youth worker for an additional month, voluntary mentor relationships continue long-term and young people are always able to apply to Concrete Rose for financial assistance and bursaries.

Looked after young people who turn 18 are expected to remain in their supported lodgings arrangement. Nevertheless, rather than a commissioned place via social care this will transition to a non-commissioned place funded via the housing benefit element of Universal Credit.

1.4.5 Moving on

Young people are supported by the Concrete Rose Core Team and their youth worker to move-on to appropriate accommodation. This is likely to be in response to their own feelings and wishes and at a time when they feel ready and able. Nevertheless, in some circumstances (other than contravention of their living agreement) young people may need to move on earlier (e.g. when a host decides to stop offering supported lodgings). In these arrangements, the young person will be given at least 28 days-notice and thoroughly supported to access accommodation within and outside of the organisation. If a host needs to stop the arrangement sooner (e.g. due to a medical emergency or unforeseen family circumstance) Concrete Rose will accommodate the young person with available 'emergency hosts' until, at least, the end of a 28-day period.

1.4.6 Emergency provision

Some hosts are available to offer 'emergency accommodation'. These places are available for up to 14 days.

2.0 SUPPORTED LODGINGS

2.1 Facilities provided and accommodation standards

2.1.1 Location assessment

Each home providing supported lodgings is subject to a location risk assessment. This assessment takes into account risks factors in the immediate and wider area including exposure to crime (and local crime rates), CSE, drugs and anti-social behaviour and hazards such as traffic, waterways, poisoning etc and is reviewed annually.

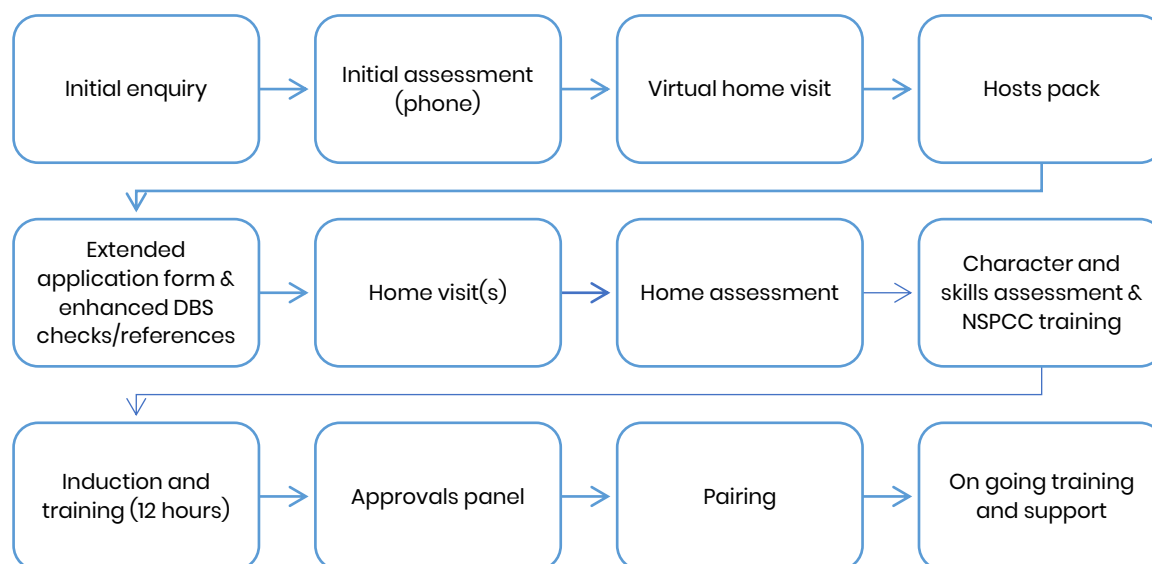
2.1.2 Accommodation standard

In all circumstances young people will have access to a private bedroom, internet access and storage alongside a toilet/bathroom and cooking and washing facilities. In addition, all supported lodgings homes are, as part of the application process, subject to a home risk assessment (based on the CoramBAAF home safety checklist). As part of this assessment, hosts must be able to demonstrate that they can provide a safe, ordered, caring and trauma-sensitive environment to young people.

2.1.3 Host assessment process

Hosts must complete a rigorous assessment process in order to become 'approved' via Concrete Rose. This includes application form, home visits, enhanced DBS checks, training (including 7.5 hours of trauma-informed training),

references and an independent panel. This process is, in part, designed to ensure that hosts understand the level of commitment required in providing lodging to young people and to ensure they will be able to provide stable, consistent care. The host assessment process is outlined below but further details is available in our Safer Recruitment Policy.



2.1.4 Visitors and guests

Hosts must disclose any regular visitors and guest to the home. Any visitors/guests over 16 that will have unsupervised contact with a young person are subject to a DBS check.

2.1.5 Integration into the wider community

The location assessment takes into account the proximity of community facilities, education establishments, work opportunities and religious institutions. The pairing process also considers the ability of the young person to access organisations, support networks and facilities that are important to them and young people will not be located in areas that are detrimental to their ability to move forward, progress or continue to engage in positive relationships.

2.1.6 Surveillance

Hosts do not use surveillance to monitor or safeguard young people. When surveillance systems are in place (e.g. outside the property to desist burglars) the young people will always be made aware.

2.1.7 Insurance

All hosts must sign an “insurance indemnity declaration” stating that they have been advised of the need to have suitable home, contents and car insurance and have acted upon this advice. Concrete Rose has the following levels of insurance:

- £10 million Public Liability Insurance
- £5 million Employers Liability Insurance
- £2 million Professional Indemnity Insurance

All hosts are automatically enrolled into membership with Foster Talk which offers tax and personal finance advice, 24/7 counselling helpline, 24/7 medical helpline, 24/7 legal advice and legal expenses insurance in the case of an allegation that may arise as a result of being a supported lodgings host.

2.1.8 Written agreements

All young people in our supported lodgings arrangements sign a 'living agreement' which sets out the standard house rules (including details on visitors, curfew, maintenance of property etc). The living agreement also sets out the expectations young people can have of hosts and the steps that will be taken if the living agreement is contravened. When young people transition to the role of tenants – with rental remittances paid through universal credit or wages – an excluded licence agreement is put in place which sets out the financial expectations of the arrangement.

2.1.9 GDPR consent

As a part of the induction process young people are asked to consent to Concrete Rose holding information on them for the purpose of providing supported lodgings. This GDPR consent form clearly outlines the information that Concrete Rose will keep on them, how it is processed and what it will be used for and young people are made aware of their right to see any information held on them at any time.

2.1.10 Additional equipment

All young people are, where necessary, provided with bedding, towels and personal hygiene products at the start of their stay. They are also able to access communal items such as kitchen equipment and laundry facilities.

2.2 Adaptations to individual needs

Hosts are, in general, able to make minor, but not wholesale, adaptations to their homes to accommodate young people. The host assessment process includes a detailed review of the nature of the young people that a host is able to accommodate including the suitability of the home and the hosts to respond to specific special educational needs, disabilities, and emotional and behavioural challenges. This information is then integral to the pairing process and finding a suitable match between a young person and a host.

3.0 VIEWS, WISHES AND FEELINGS

3.1 Young person's rights and views

3.1.1 Pre-placement

Wherever practicable (in general in non-emergency placements) young people are encouraged to be actively involved in the process of being accommodated through our supported lodgings initiative. As a result, as a part of the referral process, a Concrete Rose representative will meet with each young person to outline the supported lodgings offer, explain their rights and go through the 'young person welcome' pack. This gives the young person a clear understanding of the nuances of supported lodgings and whether they feel it is a good option for them. If a young person is keen to continue they will subsequently receive a host profile of a suitable, 'matched', host. This is produced in an accessible, but not condescending, format and includes more details on the host, pictures of the room etc. If the young person feels this is a good fit then the process of 'pairing' will commence which, usually, includes two home visits where the young person can meet the hosts and vice-versa. After these home visits both parties are able to step away and feedback, via Concrete Rose, as to whether they feel there is a good 'fit' and that

this is a suitable arrangement. It is only after this process that a young person would move-in to a supported lodgings setting.

3.1.2 During a placement

Alongside any statutory provision (social worker, IRO, PA) young people have a number of individuals they can turn to within the structures provided Concrete Rose. This includes hosts, the allocated Concrete Rose representative, their youth worker, and, if relevant, their adult mentor. At least one of these individuals will meet and 'check-in' with a young person on a weekly basis giving an opportunity to offer feedback and raise concerns. All of these individuals are also aware of young people's entitlements, including the 'local offer', and are actively involved in advocating for the young people they support.

3.1.3 Review meetings

Formal review meetings between hosts, the young person and a Concrete Rose representative take place on every 3 months. This follows a standard format including the opportunity to talk through what is working, what are the areas of tension and what improvements can be made.

3.2. Entitlements

The entitlements available to young people in, and leaving care, are clearly laid out in a 'young person's welcome pack'. This also includes details of the Concrete Rose complaints procedures.

3.3 Consultation with young people

3.3.1 Support arrangements

Young people are made aware (including through the welcome pack) of the ability to change and adapt the support they are offered in order to meet their needs. For example, whilst youth work support is mandatory the nature of this support (and its focus) is very much needs-led according to the interests and desires of the young person in question. In addition, young people have optional additional support in the form of therapeutic input and volunteer mentors which can start and stop at the behest of a young person.

3.3.2 Organisational structures

Concrete Rose regularly invites feedback from young people involved in supported lodgings both through feedback surveys, individual conversations with trusted adults (including youth workers) and annual review meetings. In addition, the advisory board overseeing the organisation contains at least one care-experienced/estranged representative to input into the strategic direction of the organisation. This individual is also responsible for convening a board of young people currently being supported through Concrete Rose to discuss key support questions on an intermittent basis.

3.4 Anti-discriminatory practice

All hosts are expected to uphold our organisational ethos that every individual is divinely created and thus of equal, immeasurable, worth regardless of ethnicity, race, gender, sexuality, disability. They are also fully cognisant of our equality and diversity policy (including the 9 protected characteristics) which is included as part of the initial training. When pairing young people with a supported lodgings host we also, where possible, take into account the religions, ethnic and cultural heritage of a young person in order to provide a sensitive, attuned and supportive

environment. Young people are also made aware of our complaints procedure and the steps to take if they encounter bullying and/or discrimination of any kind during their supported lodgings placement.

4.0 OUTCOMES

4.1 Aims

We promote the development of young people in four areas of wellness that are key to overall wellbeing including:

- Environmental wellness:
 - Feeling safe 'at home'
 - Feeling safe 'in the community'
 - Feeling supported (emotionally)
 - Feeling understood
 - Can access to appropriate medical care and support
 - Can budget effectively
 - Can meal plan/prep support
- Relational wellness:
 - Can self-regulate emotions
 - Can tell others how they feel
 - Can tell others what they think
 - Feeling listened to
 - Feeling close to other people
 - Having positive co-dependent friendships
 - Accessing local community groups
- Personal wellness:
 - Feeling important
 - Feeling content
 - Feeling loved
 - Feeling grateful
 - Feeling in control
 - Feeling healthy
 - Feeling hopeful/optimistic
- Vocational wellness:
 - Feeling a sense of purpose/focus
 - Feeling confident
 - Can identify own strengths
 - Feeling useful
 - Is interested in others/empathetic
 - Feeling confident to try new experiences
 - Feeling able to deal with problems and learn from mistakes

4.2 Tracking outcomes

4.2.1 Qualitative tracking

To include:

- Relational networks: Tracking the development of social/relational capital by 'eco-mapping' (see below) a young person's relational networks throughout their placement.
- Case studies: Young people, youth workers and hosts will be asked to contribute to case studies that profile the impact of the supported lodgings scheme.
- Anecdotal feedback: Regular opportunities for young people and hosts to report back on outcomes and improvements through weekly interactions and networking events.

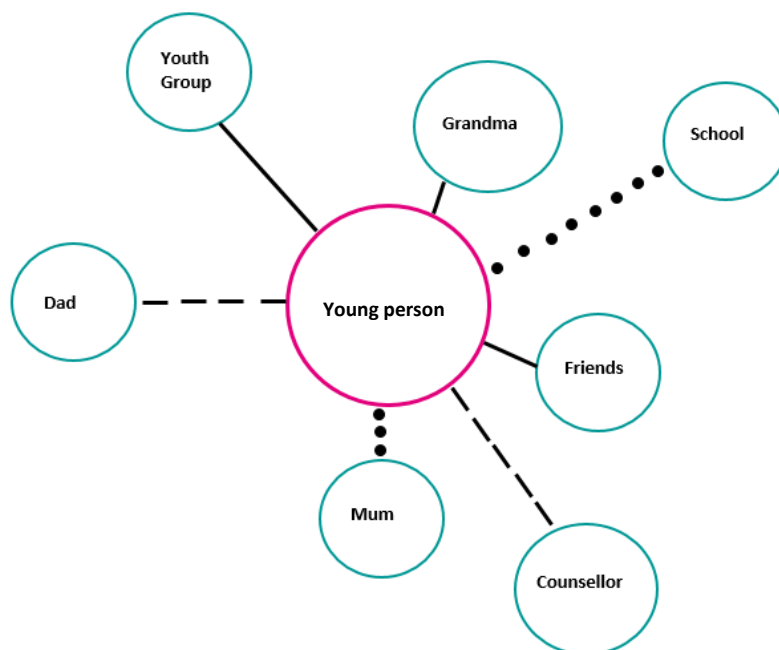


Fig 2. Example eco-map of a young person and their key relationships

4.2.2 Quantitative tracking

To accurately track changes in the wellbeing of young people during the time they are supported by Concrete Rose our bespoke Wellness Assessment tool creates 360-degree feedback (from young people, hosts, youth workers, and other relevant parties) in the areas of environmental, relational, personal and vocational wellness. This assessment is completed on an annual basis and when a supported lodgings arrangement ends.

4.3 Independent living skills

Throughout our supported lodgings arrangements we are keen to develop the independent living skills of young people in order that they can make a successful transition into adulthood. This is likely to happen naturally in the relationship between the host and a young person. Nevertheless, we are also a part of the Navigatr digital badges scheme and are able to accredit young people's progress in a number of areas including:

- Basic budgeting (with a focus on utilities)
- Developing character
- Developing relationships
- Health and wellbeing
- Home Cooking Skills
- Personal wellness
- Using public transport

5.0 EDUCATION

5.1 Promoting education, training and/or employment

5.1.1 Sustaining education and/or employment

A key factor in the 'pairing process' is to ensure that young people are matched with hosts that enables them to maintain any existing education and employment. A key consideration here is obviously location and access to appropriate transport links.

In addition, the relevant Concrete Rose representative and the allocated youth worker will, where necessary, look to liaise with relevant educational institutions and employers in order to smooth the transition to a new location including helping the young people to access any travel bursaries (or similar) that may be on offer.

5.1.2 Accessing education and/or employment

One of our identified priority areas in terms of overall wellbeing is 'vocational wellness'. As such we put an emphasis on helping a young person access education and employment opportunities (including paid and voluntary positions). At an individual level much of this support and focus is provided by the interactions a young person has with the allocated youth worker/mentor. Nevertheless, organisationally we also look to build relations with local and national businesses who are able to offer employment opportunities and apprenticeships. We also have strong links with the relevant safeguarding teams at the further education institutions in the region.

5.2 Youth work curriculum

Key to developing vocation wellness is a strengths-basedⁱ approach that recognises every young person has unique and innate talents and abilities that simply need uncovering. With this in mind, the role of a youth worker/mentor is to help young people discover their own interests, talents and abilities and start of form a sense of purpose for their future. Alongside this there is a role to develop the characteristics and competencies that are essential for success in work and life.

5.2.1 Uncovering interests, talents and abilities

Helping young people, and particularly those with histories of trauma, identify and pursue their talents and interests can often be hard. Low self-esteem and a fear of failure can be particularly apparent barriers. A key skill of the youth worker/mentor is to judge when to take more of a leadership role in helping young people to find things they enjoy and when to step back and allow young people to shape session context etc. In both of these scenarios the youth worker is operating a 'needs-led' approach but recognises that the needs vary for different young people and at different times.

5.2.2 Developing purpose

Developing purpose can both be an extension of uncovering interests, talents and abilities or run alongside it (especially where more practical aspirations such as earning more money come into the equation). A useful tool in this scenario is that of backward action planning. Essentially starting with the end goal in mind and then working backwards identifying all the tasks that need to be completed along the way. For example, if a young person wants to pass their driving test this will involve taking their test, which requires, taking lessons, which requires them to have sufficient finances, which requires them to get a part-time job, which requires them applying for jobs, which requires

the creation of a CV (there are obviously also lots of offshoot actions as well!). Using sticky notes or a large piece of flipchart paper and taking a photo of the final product can be a good visual and kinaesthetic approach.

5.2.3 Developing characteristics and competence

There are certain characteristics (e.g. courage) and competencies (e.g. communication) that are essential for progress in work and life. Whilst many competencies or soft skills often come as a by-product of other experiences character is often overlooked. To this end, Concrete Rose emphasises the importance of character development and is keen for young people to explore as many opportunities as possible to develop a number of core characteristics. These characteristics and possible suggestions for development are listed below. However, it is important to recognise that this does not negate the fact that many young people have already shown huge degrees of courage and perseverance to overcome trauma and remain standing nor assume that current 'levels' of character are low or absent. It is simply a recognition that characteristics can be grown and developed by all of us over time. The characteristics we particularly focus on are:

- **Courage.** Is prepared to step outside of comfort zone to try new things/activities.
- **Perseverance.** Keeps trying even if difficulty or delay in achieving success.
- **Gratitude.** Can recognise the positive opportunities, people and experiences in their life.
- **Kindness.** Treats others like they would want to be treated.
- **Responsibility.** Avoids excuses and proactively looks to build a positive future.
- **Integrity.** Is truthful, straightforward and trustworthy.
- **Self-discipline.** Is able to control what they say or do and can handle conflict maturely

Courage

- Adventurous activities
- Public performance/speaking
- Rebuilding relationships with others (where appropriate)
- Taking part in trips and residentials
- Attending new groups and/or social events
- Putting oneself in a position to be reviewed by others e.g. by submitting work to be marked or hosting a dinner etc

Perseverance

- Completing qualifications and/or awards.
- Maintaining attendance at a course or group
- Continuing to pursue jobs despite setbacks
- Completing a project that takes time e.g. a piece of art or running an event

Gratitude:

- Helping young people to identify the good things in their lives as a matter of course e.g. asking young people to sum-up how they are feeling but also identify one positive in life
- Going to areas of natural beauty
- Eating well but acknowledging the gift of food
- Learning/supporting those who face significant additional challenges in life and, in doing so, gaining fresh perspectives

Kindness:

- Undertaking a project that benefits others/or and the wider community e.g. random acts of kindness, or planned community projects
- Volunteering regularly or on a one-off basis
- Taking opportunities to encourage and edify others with words

Responsibility

- Taking on leadership roles including youth leadership opportunities
- Taking control for mental, physical and emotional health e.g. booking doctors appointments etc
- Taking responsibility for personal administrative tasks and getting them done
- Gaining work or undertaking a work experience placement

Integrity

- Role modelling integrity by always following through our words with actions
- Holding young people accountable to doing what they say
- When appropriate, and in increments, trusting young people with more and more responsibility for tasks e.g. paying for items etc
- Creating a 'no excuses' culture

Self-discipline

- Practice mindfulness and mindful techniques that give the ability to respond rather than react e.g. STOP: Stop, Take a breath, Observe your feelings, Proceed and TAP: Take a breath, Acknowledge.
- Developing and understanding of the 'window of tolerance' and how to regulate emotions when triggered
- Being exposed to situations that are uncomfortable and being able to regulate emotions
- Emphasising and practicing deferred gratification and undertaking projects that take time to be completed

6.0 HEALTH AND WELLBEING

6.1 Promoting the mental, emotional and physical health of young people

6.1.1 Mental and emotional health

Our therapeutic approach is central to helping young people improve their emotional, and mental health and develop overall wellbeing. Young people are also able to access specific therapeutic support (including therapy and counselling) without cost when necessary. Importantly this is never forced on young people and is always a voluntary arrangement which can stop and start at any time. To this end, we have a range of therapists available (with a range of specialisms) who are able to support young people. It is the role of the relevant Concrete Rose representative to liaise with the young person as to the type of therapy they may find most useful and to put the arrangements in place for the therapeutic support to commence.

6.1.2 Physical health

All young people are supported to register with a local GP, optician and dentist. Young people can also be supported with visits to these clinicians as and when necessary. Young people are also encouraged to take care of themselves through a healthy diet and regular exercise. Whilst in many cases the host will cook meals for the young person we a) ensure, through conversation, that young people are receiving a balanced and varied diet and b) find opportunities to teach cooking skills (via helping the meal preparation of hosts or through youth work sessions).

Young people are also encouraged to join local sports clubs and associations and engage in a degree of physical activity each week.

6.2 Medication handling, recording and safekeeping

6.2.1 Overview

Concrete Rose staff or hosts never administer medication to young people. However, they do support young people to manage and take their medication on a regular basis in a safe way. This may include prompting and reminding a young person to take their medication and being with them when they take their medication if requested. To enable this relevant staff and hosts are informed of any prescribed medication that a young person is taking via the referral form and initial assessment meetings. If a young person frequently misses taking or refuses prescribed medication it is best to gauge whether the host of Concrete Rose core team member is in the best position to challenge this.

6.2.2 Storing of medication

Where necessary hosts are required to provide safe (ideally lockable) storage for the young person in their room and young people are made aware that it is their responsibility to store the medication safely in their room. Concrete Rose staff will, alongside the GP, assess the risks of self-management of medication to the young person and others within the household and keep updated records as to what the young person is taking and how often. In all circumstances it is best practice is that the medication remains in the original labelled container supplied by the pharmacy.

6.2.3 Controlled Drugs

When an individual has been prescribed a controlled drug (methadone, subutex, and diazepam) they are not in breach of the law by possessing them. Staff and hosts should work with the young person and the GP in relation to the quantities of controlled drugs being prescribed at one time. This reduces the risk of overdose or theft. Staff and hosts must never store controlled drugs as they would breach the Misuse of Drugs Act 1971 (See Concrete Rose Drugs Policy)

6.2.4 Recording

All matters relating to the handling and management of medication for a young person are fully recorded on a young person's file. This includes a clear description and rationale for any decisions made on how the young person is supported to manage their medication and how the associated risks are being managed alongside the relevant medical professionals.

6.3 Supporting the cultural, linguistic and religious needs of young people

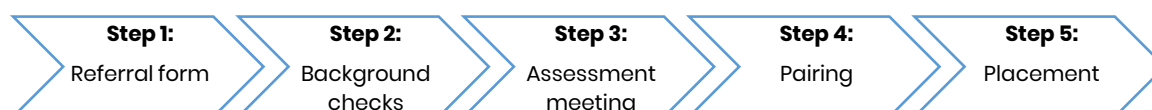
6.3.1 Accessing relevant community groups and institutions

The cultural, linguistic and religious needs of the young person are given significant attention in the pairing process. Although it is not always possible to match with hosts from the same cultural, linguistic and/or religious background we recognise the importance of young people being able to access relevant groups and institutions within the local community. Hosts and youth workers both play a role in helping young people to access these groups in order to support and sustain the cultural and religious heritage and language. We also recognise the importance of spiritual

development in the lives of every young person and look to support young people with their own individual faith journeys.

7.0 REFERRAL PROCESSES AND PROCEDURES

A diagrammatic overview of our pairing processes and procedures is given below but much more detail can be found in our Referral and Pairing Policy which is available on request:



8.0 SAFEGUARDING & BEHAVIOUR

All staff and hosts are fully aware of our safeguarding and behaviour policies. These are also key tenets of the initial training for hosts alongside the requirement to complete the NCPCC Introduction to safeguarding training. Our safeguarding policy is available to download from our [website](#) and both of these policies are available on request.

9.0 LEADERSHIP AND MANAGEMENT

9.1 Organisational structure

9.1.1 Directors

Concrete Rose Collective is a Community Interest Company with three directors, Matt Negus, Mike Farrington and James Bennett. For the purposes of Ofsted Mike Farrington the 'Registered Person' and 'Registered Service Manager'.

9.1.2 Advisory Board

The advisory board is made up of an additional three individuals (in addition to the directors) and provides strategic direction and accountability to the organisation. This includes a care-experienced/estranged individual.

9.2.3 Staff

The work of Concrete Rose is overseen by the Operations Lead, Mike Farrington, who has worked with 'at risk' young people since 2003 in a variety of roles in the voluntary and statutory sector and for Concrete Rose since its inception in December 2020. Concrete Rose has one additional, paid, part-time member of staff (0.40) in the role of Mentor Coordinator.

9.2.4 Administrative support

Host on boarding is overseen by an administrator who work for Concrete Rose on a voluntary basis for one day per week.

9.2.5 Special advisors

Concrete Rose is supported by a range of special advisors from the fields of education, residential care, HR, legal services and health.

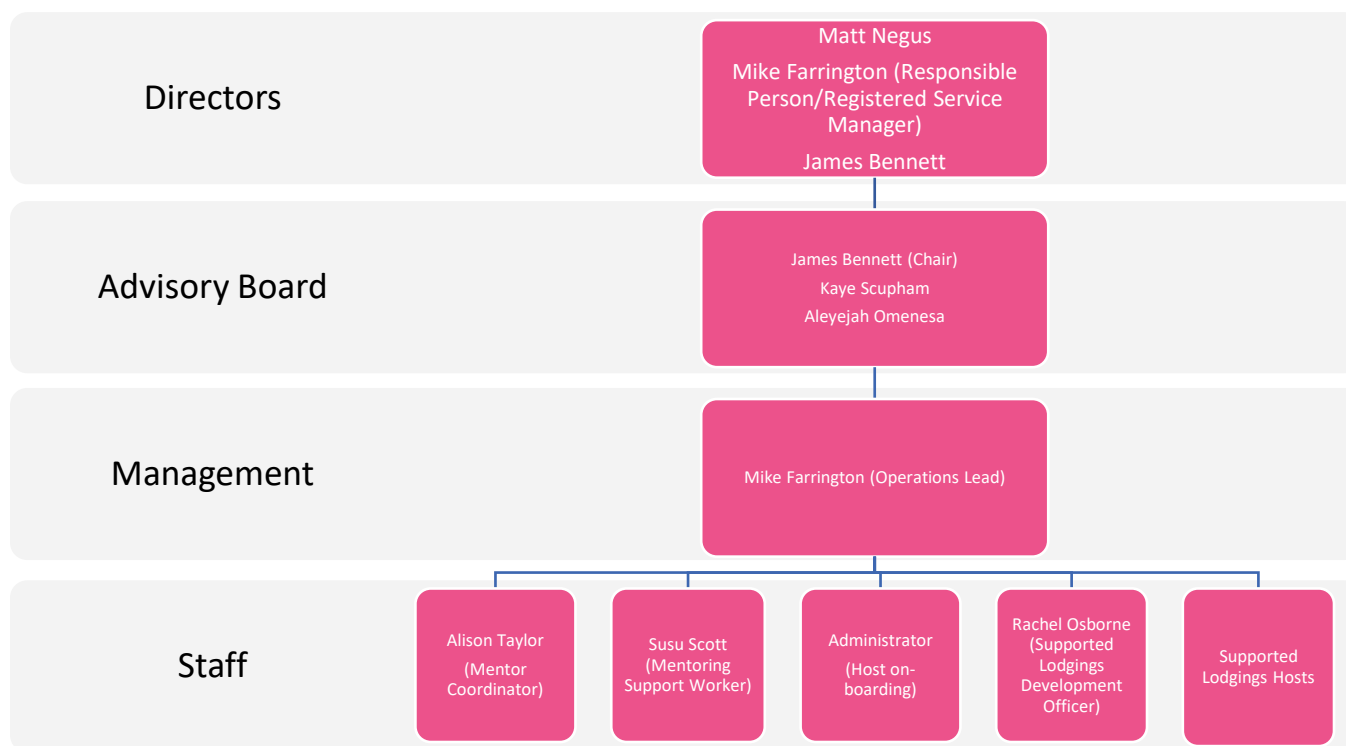
9.2.6 Volunteers

The work of Concrete Rose is underpinned by a range of volunteers including hosts and mentors.

9.2.7 Organisational structure

A diagrammatic overview of the organisation can be found below with more information available on our website:

<https://concreterose.co.uk/our-people/>



10.0 COMPLAINTS

Concrete Rose has a detailed complaints policy. This is available on our website and is included in the relevant welcome packs for hosts and, importantly, young people.

10.1 Submitting a complaint

Complaint forms are available to all young people on request but complaints do not have to be submitted in this way. Young people are advised that complaints should include their name and address, the nature of the complaint and ways in which they would like the complain to be resolved. Complaints can be submitted in writing (via e-mail or our website or handed to a member of the team) or in person or by phone.

10.2 Investigation

Complaints are fully investigated and a member of Concrete Rose will, in all likelihood, meet with the complainant to gain more information. All complaints are responded to in writing including outlining the outcome of any investigation and any recommendations or changes that have been made in response to the complaint such as reviewing of policies, staff development and training or appropriate improvement to our services.

If the complainant is not satisfied with the outcome of the complaint they are able to appeal within fourteen working days of the date of the outcome.

10.3 Appeal

If the outcome of a complaint has been subject to an appeal this will automatically be referred to Nominated Person/Director and/or Advisory Board Head. This individual will acknowledge receipt and review the Stage Two investigation and recommend one of the following actions:

- Uphold the action taken at Stage Two
- Make changes to the Stage Two recommendation/actions

Again, the complainant will be informed in writing of the outcome of this appeal. If further assistance is required and/or they are still not satisfied with the outcome they will be pointed in the direction of other avenues of complaint including Ofsted, the Citizens Advice Bureau (see www.adviceguide.org.uk), the Office for the Children's Commissioner or to legal advice from a solicitor.

10.4 Record keeping

The registered person will ensure that a record of each complaint, and any actions taken in response, are kept and made available to Ofsted inspectors.

11.0 CONTACT DETAILS

Mike Farrington (Director): mike@concreterose.co.uk // 07881926728

Matt Negus (Director): matt@concreterose.co.uk

James Bennett (Director and Head of Advisory Board): james.bennett@romseymill.org

Website: www.concreterose.co.uk

Postal address: Concrete Rose Collective CIC, 18 Tamar Close, St Ives, Cambridgeshire, PE27 3JE

ⁱ This is aligned with a 'positive Youth Development (PYD)' approach which emerged in America in the late 1980s and began being established in the UK in the early 2000s. While traditional deficit-based programmes aim to prevent or reduce a risk factor by ameliorating problems, PYD approaches focus on catalysing all young people for a successful adulthood (Pittman, Irby, Ferber, 2001). That is, unlike deficit-oriented approaches that prescribe a specific programme to target a particular problem with the aim of reducing the chances of displaying a negative behaviour, PYD approaches are founded on a fundamentally different question; what is it that all young people need in order to develop into mature, competent, young adults? That is, simply reducing or removing the potential for negative outcomes, does not prepare that individual to be a thriving adult. For a programme to be considered PYD (based on work by Schulman and Davies (2007)) it must be founded on certain principles:

- *Recognising biological and psychological change:* Understanding that significant change that occurs during the time of adolescence which, with it, will bring ups and downs.
- *Participation and empowerment:* Youth must be active, rather than passive, agents in their development process and, as a result, work should be needs-led.
- *Focus on progress and promise rather than risk or problem reduction:* Focussing on skills, abilities, interest, opportunities and potential is key and it is particularly important to help young people to recognise these themselves.

Founded on relationships and recognising relationships are outcomes in themselves: By creating a relationship with the youth, it implies that the youth are worth creating a relationship with. This idea has been expressed in a range of literature in psychology, sociology, social anthropology, phenomenology and moral philosophy, which has viewed recognition of oneself by others as the condition for personhood, self-knowledge and self-understanding (e.g. Gergen 2011; Chen et al. 2011; Laidlaw 2014)